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LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING:  
ACTIVITIES BETWEEN 1979 AND 1981 AND FUTURE  
PROSPECTS

1. The first part of the paper discusses the importance of the study of the history of the United States. It is argued that the study of the history of the United States is essential for a full understanding of the country and its people. The paper then discusses the importance of the study of the history of the United States in the context of the current political and social climate.

2. The second part of the paper discusses the importance of the study of the history of the United States in the context of the current political and social climate. It is argued that the study of the history of the United States is essential for a full understanding of the country and its people.

3. The third part of the paper discusses the importance of the study of the history of the United States in the context of the current political and social climate. It is argued that the study of the history of the United States is essential for a full understanding of the country and its people.

## CONTENTS

	<u>Page</u>
INTRODUCTION .....	1
I. BASIC INFORMATION ON THE LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING .....	3
II. SUMMARY OF ACTIVITIES CARRIED OUT BETWEEN MAY 1979 AND APRIL 1981 .....	5
A. ADVISORY SERVICES PROGRAMME .....	5
1. Bolivia .....	5
2. Brazil .....	5
3. Colombia .....	7
4. Chile .....	8
5. Ecuador .....	9
6. Guatemala .....	9
7. Haiti .....	10
8. Honduras .....	10
9. Nicaragua .....	11
10. Panama .....	11
11. Peru .....	11
12. Venezuela .....	12
B. TRAINING PROGRAMME .....	13
1. International courses .....	14
2. National courses .....	15
C. RESEARCH PROGRAMME .....	17
1. State of planning in Latin America .....	18
2. State and planning .....	18
3. Social policy and planning .....	18
4. Regional dimension of planning .....	19
5. Other research .....	20
D. PROGRAMME OF CO-OPERATION AND CO-ORDINATION AMONG PLANNING BODIES .....	21

	<u>Page</u>
III. PROPOSED BASIC GUIDELINES FOR THE ILPES WORK PROGRAMME AS FROM 1982 .....	23
A. PRESENT VIEW, PROSPECTS AND MAIN REGIONAL NEEDS .....	23
B. ADVISORY SERVICES .....	24
1. Availability of diagnoses and strategies .....	24
2. Bringing programmes of social change into line with the global growth and development policy .....	25
3. Regional planning .....	26
4. Increase of national capacity to identify, prepare and asses projects .....	27
5. Other topics .....	28
C. TRAINING .....	29
D. CO-OPERATION AMONG PLANNING BODIES .....	31
E. RESEARCH .....	32
IV. FINAL CONSIDERATIONS .....	34

## INTRODUCTION

This report covers the activities carried out by the Institute between May 1979 and April 1981, and guidelines for the activities to be undertaken as from 1982. It is divided into three parts. Part One describes the functions that were assigned to ILPES when it was established in 1962, and the new functions it has assumed in compliance with resolutions 351 (XVI) and 371 (XVII) of the Economic Commission for Latin America. Part Two presents a summary of the activities carried out by the Institute between May 1979 and April 1981 under its Advisory Services, Training, Research and Planning Co-operation Programmes. Part Three contains the basic guidelines for the Institute's activities as from 1982, pursuant to the resolutions and recommendations of the Economic Commission for Latin America, the ILPES Technical Committee and the Conference of Ministers and Heads of Planning of Latin America and the Caribbean.



## I. BASIC INFORMATION ON THE LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

The Latin American Institute for Economic and Social Planning of the United Nations (ILPES) was established with the object of taking over and expanding the activities formerly carried out by CEPAL in the fields of training, advisory assistance and research in connexion with development planning.

The inception of the Institute and the establishment of these functions stem from CEPAL resolutions 199 (IX) of 30 May 1961, 261 (AC.50) adopted by the Committee of the Whole in February 1962, and 220 (AC.52) of 6 June 1962. Subsequently, resolution 351 of May 1975 added the function of co-operating in the exchange of experience and research results concerning global, sectoral and regional (area) planning between the planning bodies of member countries, thus promoting collaboration among them. Furthermore, in resolution 371 of 5 May 1977, noting that the first Conference of Ministers and Heads of Planning held in Caracas in April 1977 established a system of co-ordination and co-operation among planning bodies of Latin America, the Commission assigned to ILPES the responsibility of advising governments in their joint co-operation efforts.

ILPES forms part of the CEPAL system, is headed by a Director and has a Technical Committee composed of the Ministers and Heads of Planning of the countries of the region. Its activities consist of four basic programmes: training, advisory services, research and co-operation among planning bodies.

ILPES has enjoyed since its inception the full support of the United Nations Development Programme (UNDP). Important contributions have also been received from the United Nations Secretariat, governments, bilateral resources and funds from the Interamerican Development Bank. Its present basic sources of finance are UNDP, the United Nations Secretariat, government contributions, bilateral resources and the income obtained from advisory services agreements.

/The Third

The Third Conference of Ministers and Heads of Planning of Latin America and the Caribbean was held in Guatemala City from 26 to 29 November 1980, organized jointly by the Planning Secretariat of Guatemala (SEGEPLAN), the Latin American Institute for Economic and Social Planning and the Economic Commission for Latin America.

At that Conference, in compliance with CEPAL resolution 371 (XVII) a meeting of the ILPES Technical Committee was also held. The Conference of Ministers and Heads of Planning and the Technical Committee fully supported the activities carried out by ILPES and adopted a set of recommendations to orient its future activities aimed at strengthening national planning systems and co-operation among the planning bodies of Latin America and the Caribbean.

Besides the recommendations on the ILPES work programme, the Conference adopted a set of recommendations on the three items which it had discussed: the present state of planning, development planning and science and technology, and regional development. <sup>1/</sup>

Between 29 May and 2 June 1980 the Second Meeting of Planning Experts of the Caribbean was held in Kingston, Jamaica, in the framework of the Caribbean Development Co-operation Committee (CDCC).

As a result of its discussions, it adopted a series of resolutions designed to strengthen technical co-operation among the national planning bodies of the Caribbean. These resolutions involved the creation of working groups in key areas for the purpose of identifying action and undertaking basic programmes. One of these groups is connected with training activities in the field of economic and social planning and is receiving special support from ILPES.

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<sup>1/</sup> See the Report of the Third Conference of Ministers and Heads of Planning.



## II. SUMMARY OF ACTIVITIES CARRIED OUT BETWEEN MAY 1979 AND APRIL 1981

### A. ADVISORY SERVICES PROGRAMME

During this period, the activities of the Advisory Services Programme continued to be undertaken through missions directed by permanent ILPES staff members and consisting of short-term consultants, thus increasing the Institute's technical co-operation capacity. Support has also been received from CEPAL and CELADE experts.

In response to requests formulated by governments, ILPES has provided the countries with technical co-operation in the fields indicated below.

#### 1. Bolivia

In Bolivia it continued to provide advisory services in the field of regional planning, supporting the Regional Planning Office of the Ministry of Planning and Co-ordination of the Office of the President of the Republic in the preparation of the diagnostic study of the country's spatial structures.

#### 2. Brazil

Advisory services basically centred the identification of the main problems of state development; preparation of economic and social development strategies; medium-term plan; implementation of short-term plans and policies; conjunctural problems and in-service training of local experts to strengthen state planning systems. The activities may be summarized as follows:

##### (a) State of Pernambuco

During this period ILPES concluded the final stage of its collaboration with the Development Institute (CONDEPE), begun in January 1978. It participated in the preparation of a study of the state economy, an

/estimation of

estimation of the state accounts and a calculation methodology for the more important sectors of the economy. Finally, it co-operated in the formulation of a long-term development strategy for the state of Pernambuco.

(b) State of Rio Grande do Norte

In conformity with the terms of the agreement concluded between the Institute and the Ministry of Planning of the State of Rio Grande do Norte (SEPLAN), the last of the planned missions was undertaken. The Institute co-operated in updating the diagnostic study of the economy for 1974, in evaluating government action between 1975 and 1978, and preparing proposals for economic and social policy guidelines for submission to the next government.

(c) State of Minas Gerais

During 1979 ILPES collaborated with the State's Planning Ministry in the preparation of the document "Global elements to be taken into account in the formulation of a development strategy for Minas Gerais". This document was prepared on the basis of the study "Performance of the Minas Gerais economy 1970-1977" which tackled the State's basic problems at the global, regional and sectoral level. On this basis a number of objectives were identified in order to overcome the most important problems, and various strategy options considered feasible were suggested. In addition, the Institute continued to co-operate in preparing the regional accounts; and a course was prepared and given on theoretical and practical aspects of regional-state planning in the national framework.

In January 1980 ILPES signed a new Technical Co-operation Agreement with the Planning Ministry of the State of Minas Gerais, in order to continue the economic and social planning activities undertaken in the State. The Agreement covers a three-year period, with the following activities:

(i) Support for the work of the bodies belonging to the state planning system;

(ii) Co-operation in the implementation of the Third Minas Gerais Economic and Social Development Plan;

(iii) Collaboration in setting up a system of short-term indicators on the performance of the state economy;

/iv) Advisory

(iv) Advisory services in the preparation of regional development programmes;

(v) Support in the strengthening of the state statistical and information system;

(vi) Co-operation in training the specialists of the state planning system;

(vii) Advisory services for the implementation of the integrated rural development programme - PRODEMATA; and

(viii) Support for budgetary activities, aimed at a better integration of planning and the public budget.

In order to carry out the activities under this new agreement, in 1980 work commenced in the following areas: global programming, regional accounts, basic and short-term statistics, public sector programming, construction sector programming, management training, co-operativism, marketing and rural extension.

(d) Northeast region

In 1980 agreement was reached on the terms of the co-operation to be provided by ILPES and CEPAL to the Economic and Social Planning Institute (IPEA) of Brazil in its study of the regional development project for industrial complexes in the northeast.

This is a project funded by UNDP, in which the Office for Projects Execution, together with CEPAL and ILPES, will advise the Economic and Social Planning Institute (IPEA).

### 3. Colombia

The Municipality of Cali in 1979 requested ILPES and CEPAL for co-operation in implementing a programme to strengthen its planning system at the technical and institutional level.

In conjunction with the CEPAL Bogota Office, ILPES co-operated with the Administrative Department for Planning and the Office of the Mayor of Cali in setting up a programme budget for the Municipality of Cali and in municipal planning, programme budgeting and municipal finances.

/In March

In March 1980, ILPES, CEPAL and UNDP signed the Project on Urban and Metropolitan Development Planning of Cali (COL/80/003), which is to last three years. This is a pilot project for research and training in a development area of increasing importance for national planning systems. It also offers new prospects for participation by central and local government officials and experts of Latin American countries.

The objectives of the Project are:

- (i) To strengthen the institutional, organizational and operational capacity of the Cali Municipal Government to improve methods, systems and techniques in urban and metropolitan planning;
- (ii) To train professional and technical staff of the municipal government, local public institutions and other municipalities of Colombia, as well as of other Latin American countries, in local public activities;
- (iii) To guide the programming and entry into operation of a proposed body for urban and regional studies to promote the development of Cali and the Cauca valley and its area of attraction and influence. Project activities will be closely linked with, and will support, the activities of this body;
- (iv) To collaborate in the implementation of a system of horizontal co-operation with Latin American countries in the fields of regional and urban development planning and local public finance.

The Project is designed to work in three mutually reinforcing areas: advisory services, training and horizontal co-operation.

#### 4. Chile

ILPES advised the UNDP office in the evaluation of the implementation of the technical co-operation programme for the Chilean government. To this end, it co-operated in designing a special evaluation methodology.

During 1980, the Chilean Government, through UNDP, requested the advisory services of ILPES in the execution of a development study for the Metropolitan Centre being undertaken by the Municipality of Santiago.

/ILPES collaborated

ILPES collaborated with the UNDP Representative in the formulation of the terms of reference for recruiting consultancy services in urban development. UNDP then directly recruited those services, and ILPES maintained close contact with the consultants responsible for carrying out the Metropolitan Centre development study, providing support and advice on methodological aspects.

#### 5. Ecuador

The collaboration furnished by ILPES under Agreement ATN/SF-1595-EC between the Government of the Republic of Ecuador and IDB came to an end on 15 January 1980 with the submission of the "Report on JUNAPLA-IDB-ILPES technical co-operation activities between 15 June 1979 and 15 January 1980".

The first stage of the technical advisory services which ILPES provided to JUNAPLA ended with its collaboration in the preparation of the document "Guidelines for a development strategy for Ecuador" prepared during the first half of 1979. The second stage was completed on 15 January 1980, consisting of support in the preparation of the 1980-1984 National Development Plan. During this period ILPES collaborated with CONADE in all the activities connected with the selection of key projects, sectoral studies and projections, finance and the compatibilization necessary for the preparation of the Plan.

#### 6. Guatemala

The Institute co-operated with the Central Planning Office of Guatemala and with Project GUA/78/009 in the preparation of a diagnostic study of social development in Guatemala, which will serve as the basis for the preparation of a long-term social development strategy.

#### /7. Haiti

## 7. Haiti

In June 1979 the Government of Haiti signed a Technical Co-operation Agreement with the Inter-American Development Bank for the technical and institutional strengthening of planning and project systems in Haiti. The Secretary of State for Planning in turn signed a technical co-operation agreement with the Institute to implement the above programme.

Under the Agreement signed between the Haitian Secretary of State for Planning (SEP) and ILPES, and within the framework of the SEP/IDB Agreement, ILPES collaborated with SEP and representatives of the sectoral planning units in:

- (i) Drawing up the terms of reference and the programme of work of the experts to be recruited under the SEP-IDB-ILPES Agreement;
- (ii) The definition of the programmes for the training and/or specialization of professional and technical staff connected with the execution of the SEP-IDB-ILPES Agreement; and
- (iii) The recruitment of project personnel.

## 8. Honduras

The Institute continued to collaborate with the Honduran Government in the implementation of the project to strengthen the agricultural planning subsystem. The main objectives were: the review and revision of the project and the preparation of the general programme of work for 1980-1983. Advisory activities focused on the definition of the investment programme and product programming. ILPES also collaborated with the Technical Secretariat of the Supreme Economic Planning Council in the analysis of trends in the Honduran economy between 1972 and 1980 and of short-term problems. Special emphasis was placed on the study of inflation, the formulation of credit policies for agricultural development, the study of external trade problems and rural regional planning.

The Institute also co-operated in the preparation of the work programme for the formulation of the 1980-1983 Integral Agrarian Reform Plan, and the preparation of the basic guidelines of the Plan.

## /9. Nicaragua

## 9. Nicaragua

ILPES collaborated with the Nicaraguan Government of National Reconstruction in activities connected with the formulation of the National Economic Recovery Plan, in the production sectors. These activities were undertaken in co-ordination with the CEPAL Mexico Office and with United Nations personnel who are advising the Government on the various aspects of the country's economy.

In 1980, together with the CEPAL Mexico Office, co-operation was extended to the Nicaraguan Government in the implementation of the Economic Recovery Plan, and in activities connected with the organization and implementation of the national project system as part of the national planning system. Both activities stress the agricultural sector.

## 10. Panama

Together with the CEPAL Mexico Office, ILPES advised the Ministry of Planning and the Canal Authority in proposing a Master Plan for Transport specially linked with the return of the Canal Zone to Panama.

In 1980, the Institute co-operated with the Economic and Planning Policy Ministry and the UNDP Office in Panama in a Technical Co-operation Project whose principal objective is to design the bases for the preparation of the 1980-1985 Development Plan.

This Project is funded by UNDP and executed jointly by the United Nations Department of Technical Co-operation for Development, ILPES and CEPAL.

## 11. Perú

At the request of the Peruvian Government, and with UNDP funding, the Institute continued to advise the Multisectoral Commission for the National Plan for the Organization of Water Resources, an Institution located in the National Planning Institute in Lima.

/Continued support

Continued support was given to the formulation of the prospective model (year 2000) of territorial organization, particularly the normative distribution of the future population and the structuring of the territory - which is considered fundamental in order to be able to prepare the Plan for Water Resource Organization at a later stage.

## 12. Venezuela

In 1979, CORDIPLAN signed a Technical Assistance Agreement (Project VEN/79/003) in which DTCD/CEPAL/ILPES are designated executing agencies. One of the main objectives of the Agreement is to contribute to the formulation of general guidelines for economic and social development policy in Venezuela during the 1980s. For the purposes of executing the Project, a mission was organized consisting of staff from CEPAL, ILPES, CELADE, PREALC and the Project on Critical Poverty. Consultants were also recruited for specific topics.

During the second half of 1979 the Institute provided advisory services for the preparation of a development strategy for the 1980s and the formulation of a co-ordinated set of social policies aimed at eliminating the critical poverty and social marginalism which still affects some sectors of the population.

During 1980, at the request of the Venezuelan Government and through the CEPAL Bogota Office, work began on drawing up a technical co-operation agreement to strengthen the Municipal Councils of Venezuela in carrying out their responsibilities in administration, local development planning and participation in the regional and national planning process of the country.

/B. TRAINING



## B. TRAINING PROGRAMME

During 1979 and 1980 great interest was shown in the region in the courses given by the Institute in its Training Programme. This was visible both in the number of candidates presented by governments for the international courses and in the requests received by ILPES to organize national courses in various countries. Thus, the number of students enrolled in the various courses rose from 121 in 1978 to 286 in 1979 and about 350 in 1980; and the number of courses given (national and international) rose from 6 in 1978 to 10 in 1979 and 12 in 1980.

Besides the treatment of the global and regional aspects of planning, great importance has been given to courses on social planning and its relationship with economic planning, a subject on which an annual course has been given since 1979 in collaboration with UNICEF. The regional planning section of the central course now includes urban development issues and the global planning section includes a short-term planning course; the first national course on this subject was given in 1979. In view of their highly interdisciplinary nature, all the courses relating to planning have included aspects concerning the environment and science and technology through specific courses or lectures.

Particular mention should be made of the new type of regional course for the geographically small countries, a first version of which was tested in Panama and Honduras.

With regard to changes and progress made in the international courses, reference may be made to the emphasis placed on learning techniques in the Central Planning Course, particularly through lectures on Economic Policy, and the assimilation of Planning Theory and Methods by the widespread use of complex econometric models and specially prepared didactic exercises relating to three cases (Guatemala, Colombia and Chile).

With regard to the Regional Planning core, emphasis was placed on practical work using regional planning methods. It should also be pointed out that in 1979 three former ILPES students who had gone on to study at the ISS in the Hague were awarded their Master's Degrees, under the terms of the collaboration agreement between ISS and ILPES.

/Finally, it

Finally, it should be mentioned that the Training Programme received some of its funding from external sources for activities at Headquarters and elsewhere.

With regard to the critical evaluation of the activities undertaken, the Office of the Director of ILPES and the Training Programme evaluated and discussed the results of the training activities with a view to revising the study programmes and proposing methods of work more in keeping with the concerns of participants, the needs of countries and the obtention of satisfactory academic results.

During this period, the following courses were organized and given:

1. International courses

(a) Central Planning Courses

This course, organized jointly with CEPAL, includes two special courses, one in General Planning and Economic Policy and the other in Regional Planning: in either case, the course lasts 30 weeks. In 1979, the special courses had 23 and 22 participants from various countries of the region, respectively. In 1980, three optional courses were introduced dealing with aspects of central planning. Each course was attended by 22 persons.

(b) Seminar-Course on Social Planning

Organized jointly by ILPES and UNICEF, with CEPAL collaboration, this first course lasted six weeks (5 March to 12 April 1979) and was attended by 25 professionals from nine Latin American countries.

In 1980 a second course was held, lasting 10 weeks (5 May to 11 July 1980) and attended by 39 professionals from 14 countries of the region.

/(c) Seminar-

(c) Seminar-Course of the Integration of the Environmental Dimension in Project Formulation and Evaluation Methods

Organized by ILPES and the International Training Centre for Environmental Sciences (CIFCA), with the collaboration of CEPAL and UNEP, the 1979 course lasted two weeks (22 October-2 November) and was attended by 22 professionals from 14 countries of the region. In 1980, the course lasted six weeks (20 October to 28 November) and was attended by 15 professionals from 12 countries of the region.

2. National courses

The following national courses were given by ILPES during the periods:

(i) Fourth Regional Development Planning Course, Brazil, 18 June-7 December 1979 (35 participants).

(ii) Second Planning Economic and Policy Course, Guatemala, 23 July-2 November 1979 (38 participants).

(iii) Regional Development Planning Course, Honduras, 20 August-30 November 1979 (37 participants).

(iv) Regional Planning Course, Panama, 7 May-27 July 1979 (27 participants).

(v) Course on Short-Term Planning and Economic Policy, Venezuela, 8 October-7 December 1979 (27 participants).

(vi) Social Planning Course, Venezuela, 15 October-7 December 1979 (30 participants).

(vii) Fifth Regional Development Planning Course, Brazil, 5 May-5 September 1980 (27 participants).

(viii) Public Sector Planning and Municipal Finances Course, Colombia, 18 August-5 September 1980 (30 participants).

/((ix) First

(ix) First Social Planning Course, Guatemala, 22 September-21 November 1980 (34 participants).

(x) Seminar-Course on Population and Development, Paraguay, 27 October-7 November 1980.

(xi) Planning and Economic Policy Course, Dominican Republic, 7 April-8 August 1980 (37 participants).

(xii) Agricultural Planning Course, Venezuela, 7 April-13 June 1980 (24 participants).

Special mention should be made of the Course on Latin American Development Processes and Problems, held in Madrid, Spain, from 13 October to 5 December 1980 (45 participants), aimed at training Spanish professionals whose activities are connected with Latin America.

In addition, the ILPES Training Programme also participated in the organization and teaching activities of courses given at the Development Training Centre (CECADE) of Mexico, the University of Los Andes (UNIANDES) of Colombia, the Centre for Colonization Studies of Israel, the Economic Development Institute of the World Bank, the Centre for Economic Development Studies (CENDEC) and the Inter-American School of Public Administration (Fundación Getulio Vargas) of Brazil, and the National Planning Institute of Peru.

Furthermore, the Training Programme, in collaboration with the Programme for Co-operation among Planning Bodies, took part in the following seminars and meetings:

- Meeting on national regional development strategies;
- Seminar on training in public sector programming;
- Meeting of directors of national training centres;
- Seminar on the environment and styles of development.

### C. RESEARCH PROGRAMME

During the biennium 1979-1980, the Research Programme focussed its activities on a limited number of lines of research, while at the same time beginning to tackle other topics considered especially important for planning activities in the region during the 1980s.

The four basic lines of research were the state of planning in Latin America, state and planning, social policies and planning, and the regional dimension of planning. The other areas in which ILPES has begun work are science and technology, the inclusion of demographic variables in the planning process, planning and the environment and short-term planning. In addition, work have been undertaken in connexion with activities of the Institute's other Programmes as well as activities stemming from the Institute's relationship with the Economic Commission for Latin America. With regard to the latter, mention may be made of the close contacts and collaboration with the Interagency Project on Critical Poverty in Latin America and the Unit for the Integration of Women into Development.

The Programme also has close contacts with the Regional Office for the Americas of the United Nations Children's Fund (UNICEF), with which it undertakes joint activities.

During 1980 the Programme also became responsible for organizing and carrying out the internal planning seminars, to which the Director of the Institute has attached great importance on the grounds that they play a fundamental role in encouraging the continuous dialogue among the professionals connected with the Institute and between them and staff members of other United Nations agencies or of government bodies.

Staff members of the Programme also took part in a number of seminars and meetings, either as organizers or as participants.

### 1. State of planning in Latin America

During much of the period, activities focussed on the preparation of a document on this topic which was submitted to the Third Conference of Ministers and Heads of Planning of Latin America in Guatemala City (26-29 November 1980). Studies on various national cases as well as on specific aspects of planning activities were prepared as inputs for the final document.

### 2. State and planning

The basic objective of this line of research is to analyse the structural changes taking place in the States in Latin America, given that they are the main agents of planning.

During the period, activities were centred on the question of state enterprises; in this connexion, the final version of a book on public enterprises in Brazil, Chile and Uruguay was prepared. Jointly with the Ministry of Planning of Costa Rica and the Central American Institute of Public Administration (ICAP) in June 1981 a seminar will be held in San José, Costa Rica, on public enterprises in Central America and the Caribbean. A first study of enterprises in the Andean area was also undertaken.

### 3. Social policy and planning 2/

During the period top priority was attached to the question of social policies and their relationship with planning. In this connexion, research was carried out on the following topics:

- 
- 2/ In these areas, ILPES has maintained close contact and carried out joint activities with the Regional Office for the Americas of the United Nations Children's Fund (UNICEF).

/(a) Problems

(a) Problems of financing social policies

This research was carried out for ILPES by the Getulio Vargas Foundation of Rio de Janeiro, Brazil, and consists primarily of an analysis of the basic social security areas. The final report is ready for publication in book form.

(b) Analysis of specific social policies

In practice, social policies take forms which diverge from purely technical solutions, as the latter are modified by the pressure brought to bear by different social actors. This has given rise to another set of studies carried out during the period, covering housing policies in Chile and Uruguay, the health-care process in Colombia and educational policy in Latin America.

(c) Social policies aimed at the eradication of poverty

A version of the document Social Policy and Poverty: Lessons from Experience was prepared for the seminar on poverty and social action programmes convened by the Organization of American States in Buenos Aires; a revised version was presented at the Colloquium on Social Policies and Planning organized by the Programme in Santiago.

In connexion with the collaboration with the Interagency Project on Critical Poverty in Latin America, various studies were undertaken on social groups living in critical poverty. Most of these were included in the volume on Poverty, Basic Needs and Development in Latin America, which the Institute has prepared together with CEPAL and UNICEF.

4. Regional dimension of planning

Some of the topics investigated in this field are: consequences of growth and spatial concentration in Latin America; techniques for regional analysis with limited information; polarized development strategies; planning of a system of regions, and state of regional planning in Latin America. All these studies gave rise to various ILPES publications.

/Particular mention

Particular mention should be made of the investment projects on planning in small countries and regional disparities in Latin America, these being ongoing projects undertaken in collaboration with the Institute of Social Studies of The Hague.

#### 5. Other research

ILPES also made a start on research activities on science and technology 3/ inclusion of population variables in the planning process, and short-term planning.

Various tasks relating to activities fostered by the remaining ILPES Programmes and others stemming from the Institute's relations with CEPAL were carried out. In the latter field the close collaboration with the Interinstitutional Project on Critical Poverty in Latin America and with the Unit for the Integration of Women in Development should be noted.

The Research Programme took part during this period in the following seminars:

- Seminar on Social Participation in Latin America, held in Quito, Ecuador, from 17-21 November 1980, organized jointly with CONADE, CEPAL, UNDP and DTCD.

- Internal seminars on the state of planning in Latin America, held at ILPES headquarters during 1980.

- International Seminar on Urban and Metropolitan Planning, held in Cali, Colombia, from 18-22 August 1980, with the collaboration of the Municipal Government of Cali, UNDP and CEPAL.

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3/ Two documents were prepared on the topic, one for a seminar organized by the Colegio de México in Mexico City, and the other submitted at the Third Conference of Ministers and Heads of Planning in Guatemala City.



D. PROGRAMME OF CO-OPERATION AND CO-ORDINATION  
AMONG PLANNING BODIES

This programme was set up in 1977 to implement the recommendations of the First Conference of Ministers and Heads of Planning, held in Caracas, Venezuela from 13-16 April 1977, which approved the establishment of the System of Co-ordination and Co-operation and among Planning Bodies and assigned the work of the Technical Secretariat to ILPES.

In carrying out these new functions, ILPES has supported the governments in setting up machinery for the exchange of information and experience; in the creation of the Information System for Planning; in the design of horizontal co-operation machinery; and in the organization of the Conferences of Ministers and Heads of Planning and other technical meetings on aspects of planning.

The participation of the authorities and technicians of the planning bodies in the Institute's activities has also been co-ordinated and the Publications Programme strengthened.

Among the activities implemented within this subprogramme, the following are of note:

The list of planning bodies in the region and their leading officials was kept up to date and disseminated, while they were provided with support through the exchange of information and basic documents.

ILPES continued to collaborate with CLADES in the implementation of the project on the establishment of an information system for planning (INFOPLAN Project).

As regards horizontal co-operation, activities were co-ordinated among planning bodies in the Dominican Republic, Chile, Brazil, Bolivia and Costa Rica. Joint work continued with CEPAL and UNDP and collaboration with the National Planning Institute of Peru in the establishment of a permanent system of horizontal co-operation in planning.

/In order

In order to design the system, account has been taken of the recommendations of the United Nations Conference on Technical Co-operation among Developing Countries (1978), and consideration has been given both to the need for inventories of the technical capacities of the planning bodies in order to provide co-operation and inventories of actual co-operation requirements, and to appropriate machinery for the materialization of the supply and demand and the assessment of the results of the activities implemented. It is expected to establish a horizontal co-operation fund to expedite activities to the maximum.

During the period analyzed, ILPES supported the holding of various conferences, technical meetings, etc., among which should be mentioned: the Seminar on National Development Strategies, held in Bogota, Colombia (17-21 September 1979); the Latin American Encounter on Regional Development Planning, held in Mexico City (24-26 May 1980); the Second Meeting of Planning Officials in the Caribbean, held in Kingston, Jamaica (29 May-2 June 1980); the Fourth Meeting of the CDCC held in Paramaribo, Suriname from 21-27 May 1979; the Seminar on Planning and Population in Latin America sponsored by UNFPA, held in Cartagena, Colombia, from 7-11 May 1979. The Institute also took part in the organization of a meeting of Directors of Training Centres. Special mention should be made of the holding of the Third Conference of Ministers and Heads of Planning in Guatemala City in November 1980.

As regards publications, the Planning Bulletin was continued in Spanish and English, as well as the Series Temas de Planificación and the preparation of basic texts for the training programmes and for the dissemination of planning experience and technical progress.

### III. PROPOSED BASIC GUIDELINES FOR THE ILPES WORK PROGRAMME AS FROM 1982

#### A. PRESENT VIEW, PROSPECTS AND MAIN REGIONAL NEEDS

Economic and social planning has remained very much to the fore in the region of Latin America and the Caribbean. Most of the countries have ministerial-level bodies responsible for the formulation and implementation of global development policies or plans. This shows the need that the countries feel to tackle their development problems in an integrated, coherent and rational form.

Everything indicates that the need to plan will become still more intensive in the region in the near future. The reasons for affirming this are that:

(a) Latin America must maintain a high rate of economic growth as an indispensable requisite for solving the problems of employment, poverty and the satisfaction of minimum needs. To maintain this high growth rate will not be an easy task in the midst of an uncertain and probably unfavourable international conjuncture and vis-a-vis the volume of investment required to increase sufficiently the capacity of production. What is needed therefore, is to adopt policies capable of stimulating adequately the mobilization of resources, countering the adverse aspects of the conjuncture and allocating resources with a clear idea of priorities.

(b) All the countries of the region continue to be committed to the solution of their social problems and to ensuring that the entire population will have a real share in the benefits of economic growth. This commitment, which must be fulfilled during the 1980s, involves a reorientation of growth, which could be expressed in terms of more spending on specific social programmes, the achievement of employment objectives, and increased productivity in the informal and marginal sectors of society. This reorientation of growth must in turn come up against difficult problems of bringing the action for social equity into line with speeding-up of growth proper. The interrelation between these two objectives, the economic significance of the social programmes, and in general the balance between social progress and the growth of

the modern sectors of the economy, are crucial topics of the global development policy.

(c) There are some aspects of economic policy, and some specific topics which have been acquiring importance in the region. These includes energy, science and technology policy, the problems of the environment, and the relations between demographic phenomena, demographic policy and general development policy. Generally speaking, the form in which these topics have been dealt with to date is not sufficiently integrated into global plans and strategies. Their inclusion requires the solution of various methodological and operational problems which the countries of the region should tackle as soon as possible.

The region's planning bodies, in the majority of cases, have come to be very useful instruments for the development policy, and carry out tasks of great importance. However, some gaps may be observed both in technical and operational aspects, which should be filled if the important task awaiting them in the 1980s is to be adequately implemented. As may be concluded from the experience which ILPES has accumulated, and from the study on the state of planning which the Institute began a year ago, the region's main needs in terms of strengthening, renewing, or adding new dimensions in the field of planning, and the role which ILPES could play here, would be those indicated below in the field of advisory services, training, co-operation among planning bodies and research.

## B. ADVISORY SERVICES

### 1. Availability of diagnoses and strategies

#### (a) Need of the countries

The countries are facing the need of improving their capacity for making up-to-date diagnoses of the problems which mainly affect the development process and the solution of structural problems, and the need for the timely preparation of medium and long-term strategies,

/accompanied by

accompanied by short-term plans and groups of operational policies which can be speedily implemented. ILPES gives this high priority.

(b) Participation of ILPES

So as to respond adequately to the requests for advisory services on these topics, ILPES should:

(i) Improve and update its technical and conceptual capacity in the formulation of diagnoses and strategies.

(ii) Strengthen its resources in terms of the number and quality of experts available to advise the governments.

Point (i) involves collecting, cataloguing and systematizing the Institute's experiences and conclusions on the basic elements for identifying the conjunctural problems and structure of an economy and for formulating the bases for development strategies. This should be done taking into account the different styles of development existing in the region.

Point (ii) requires a careful examination of the technical critical mass which ILPES possesses in close co-ordination with CEPAL and CELADE, in order to meet the region's needs in this field and seek the necessary financing to fill the present gaps in resources.

2. Bringing programmes of social change into line with the global growth and development policy

(a) Needs of the countries

This is one of the most urgent requirements in terms of developing planning and policy, and supplements the need for the formulation of strategies, while in several countries it is necessary to continue promoting policies and programmes of social change which will really fall in with global criteria for the allocation of resources. The social programmes frequently lack analysis and anticipation of their possible implications for the economy as a whole. At the same time the social programmes often

/tend to

tend to be formulated and implemented without sufficient consideration of the conditions of efficiency, financial security and operational organization which any project with economic implications should have. The result is that social programmes and projects in Latin America in numerous situations tend to turn into isolated efforts, insufficiently financed and with operational problems.

(b) The possible role of ILPES

This is a field where the Institute may expect to have a great deal of advisory activity. The need to organize the economic aspects of the social programmes has arisen in most of the countries where ILPES has recently been called on to give advisory services in the field of the development strategy. The interest shown in the topic of social planning by the participants in the courses, the Institute's awareness that in several of the Latin American planning systems the topic has not been adequately treated and the urgent need to improve the situation, lead it to be thought that this is one of the top priority fields in which it should co-operate with the countries.

ILPES is tackling with support from UNICEF the functioning of a Social Planning Unit, as part of the Research Programme, the main task of which will be to study this topic and thus better prepare ILPES to carry out its work of advisory services and training.

3. Regional planning

(a) The needs of the countries

The field of regional planning including both national regionalization policies and the efforts of the regions to plan their development, as well as those of the major metropolitan centres with the same object, is another top priority aspect in Latin America.

/The activity

The activity of planning the spatial distribution of development, and of implementing regional plans is very generalized in the countries of the region, with the exception of the smallest. However, only in some countries has regional planning, or the efforts to decentralize development, turned into operational systems. The planning offices in the regions, regional development corporations, or planning offices in the urban and metropolitan areas have very different levels of efficiency and operational capability, but it is common to find that planning activities at the regional, local or metropolitan level do not have a clearly established place in national planning.

There is a huge task to carry out in several countries in this area.

(b) Possible role of ILPES

The specific manifestations of interest which are emerging for the Institute's advisory services give an idea of what this activity may be in the near future. Brazil has requested advisory services to strengthen the planning of several states. The governments of Venezuela and Colombia have shown interest in the topic of planning at the municipal level. The government of Ecuador has requested co-operation for the formulation of a plan for an important region. The interest in the Institute's Regional Planning Courses in Santiago and in various countries also shows the growing importance of this topic in the region.

4. Increase of national capacity to identify, prepare and assess projects

(a) Need of the countries

This is another high priority field, particularly for the small countries, which frequently do not have adequate machinery to prepare projects, negotiate their financing and assess their results.

/The greatest

The greatest need from the standpoint of advisory services is that of creating where relevant, or strengthening the machinery for the formulation and implementation of projects linked to the central planning bodies.

(b) Possible role of ILPES

ILPES has at present several advisory services in which the main topic is the strengthening of the national capacity to prepare and assess projects.

The need to cover this topic is to be found in other countries. ILPES could intensify its work in the region in this field and for this purpose it will be very useful to continue to strengthen its links with IDB and BIRF, bodies which possess very wide experience in project evaluation.

5. Other topics

ILPES proposes, as soon as possible, to undertake specific research projects in other fields of planning which are acquiring increasingly great potential importance. As ILPES systematizes its knowledge in this connexion, it is very probable that the requests for advisory services will be numerous, since there is an evident need to tackle these topics.

The topics referred to are:

- (a) The relation between conjunctural policies and those of the medium- and long-term plans;
- (b) The environment and development planning;
- (c) Science and technology as factors of the global development policy and of planning;
- (d) The place of demographic policy in development planning.



### C. TRAINING

Training needs in the field of development planning generally arise in topics similar to those of advisory services. The great interest in participating in the Institute's courses, the requests for the organization of country courses, and the great importance which the largest countries of the region in particular (Brazil and Mexico) are giving to their national training centres, shows clearly that the governments require growing numbers of officials trained in the topics which specifically concern the preparation of plans, handling of global and sectoral policies, social policies, etc. Although the number and quality of graduates in economics and social sciences in foreign and local universities have been increasing, training of an operational nature based on specific development problems, as is found in courses like those of ILPES, continues to be required.

ILPES should therefore prepare to undertake a large-scale task of training. Part of this will take place at the headquarters of ILPES. But the countries will give increasing emphasis to the national courses, or the need to create their own centres, as Mexico and Brazil and other countries have done, with which ILPES should collaborate as it is already doing with CECADE and CENDEC.

The courses for which most interest and use may be anticipated as from 1981 would be:

(a) Relatively long-lasting international courses on general planning, which will continue to be useful. ILPES endeavours to update them each year, so as to incorporate the latest techniques and introduce new topics. The participants end up with a comprehensive and serious view of development problems and their operational treatment.

The number of students is approximately 30 per year, and it does not seem possible to increase this number owing to the physical limitations of the Institute's installations.

/(b) The

(b) The international courses in the regional planning specialization are also being held efficiently. Everything goes to indicate that the region requires them to be kept on.

(c) The social planning courses were started up again in 1979, and in the second round in 1980 the number of candidates for the fellowships available was very large. These courses are attended not only by officials from the national planning bodies, but also by officials responsible for social projects and programmes. It is foreseeable that this interest will be maintained and may even grow in the next few years.

(d) The seminar courses which include the environmental dimension in planning.

(e) For the national courses, the topics in which most interest is expected from the governments are:

(i) General planning courses, aimed at training officials from the central bodies;

(ii) Social planning courses;

(iii) Agricultural planning courses;

(iv) Short-term planning courses.

#### D. CO-OPERATION AMONG PLANNING BODIES

One of the Institute's major responsibilities as from 1981 and taking into account its special position as a body linked with all the planning bodies of the region, will be to serve as promoter of regional and subregional co-operation efforts.

In fact through the Institute's basic functions: research, training, advisory services and co-operation in planning, initiatives should be encouraged and programmes implemented using all the potential growth of the national planning bodies. ILPES should strengthen itself as a centre to which the region's planners go to carry out joint activities which may be useful for national planning processes and their regional integration and co-operation efforts. The modus operandi is: integrated work of the planners of the region and the technicians of ILPES as one of the most relevant characteristics of the work programme as from 1981. In this way the activities of the different programmes of ILPES will take place in close collaboration with the authorities and technicians of the planning bodies.

Since 1977 ILPES has been serving as Technical Secretariat to the System of Co-ordination and Co-operation among Planning Bodies. This task should be intensified, in view of the very positive results of this machinery for mutual co-operation and the growing interest of the governments in improving its organization and operation. ILPES will support the organization of the conferences of ministers and heads of planning and technical meetings on planning; it will continue with the improvement of the machinery for the exchange of information; horizontal co-operation machinery will be implemented and the publications for disseminating the results of the System's activities will be intensified.

The programme will give its main emphasis to the promotion of the participation of the authorities and technicians of the planning bodies in the activities of ILPES.

The Institute's activities will take place in close contact with CEPAL and CELADE, and in co-ordination with the other bodies of the United Nations system. Similarly, relations with other international or bilateral co-operation bodies touching on areas of interest to the Institute will be strengthened.

## E. RESEARCH

As was noted earlier, in order to carry out adequately the new advisory and training tasks which may be anticipated for the 1980s, it is necessary to complete, pinpoint and update knowledge on a series of topics. CEPAL and ILPES have already carried out large-scale research activities and have acquired a fair experience in planning matters in the last two decades. But the type of special needs which have been emerging latterly requires the clarification of topics which until recently did not have the importance now attributed to them.

In particular, the research programme will deal with the following topics since 1981:

- (a) The state of planning in Latin America
- (b) Policies of openness to the exterior
- (c) Short- and medium- term compatibilization
- (d) The relation between social policies and economic aspects, the responsibility of the Social Planning Unit.

If the necessary resources are obtained, research work will start on the topics of the environment and development planning; planning and science and technology; planning and short-term economic policy; planning and population. While presenting high priority fields for advisory service and training, mention has been made of other topics in which ILPES is required to complete its knowledge and aim through research and through its own internal discussions at a preparation which will strengthen its capacity to assist the countries. At the same time, results of its research programmes could contribute, through the publication of documents, organization of international meetings, and use of the System of Co-ordination and Co-operation among Planning Bodies to making the new topics known and discussed at the government level.

/In order

In order to carry out this research work, ILPES will continue to use, as it has been doing, all of its technical personnel. However, these resources are not sufficient, since the present technical personnel of ILPES must give priority attention to advisory and training services and the time available for formal research work is scanty. The Research Programme therefore requires to be reinforced.

#### IV. FINAL CONSIDERATIONS

It should be observed that the Institute's programme of work is increasingly directed by the governments themselves. The meeting of CEPAL, the conferences of Ministers and Heads of Planning and the meetings of the Technical Committee of ILPES, in addition to other important subregional meetings, are those which give the basic guidelines for the Institute's activity.

As regards the resolutions of the eighteenth session of the Commission and particularly 393 (XVIII) it is very satisfactory to be able to say that they have all been implemented by the Institute with the closest possible links with the planning bodies of the region.

As regards paragraph 7 (a) of resolution 397 which recommended that special priority should be assigned to studies on the situation and evolution of planning, ILPES completed a first phase of this study which will be the most important in its Research Programme and will be of a permanent nature. This study was submitted at the Third Conference of Ministers and Heads of Planning where it was widely discussed.

As regards paragraph 7 (b) which requested consideration in the programme of work of the intensification of training activities, including joint activities with national or subregional training centres, it can be shown in the respective part of this report that the activities of the programme were strictly aligned on these recommendations. Also in close relation with the Office of CEPAL in the Caribbean, a study was begun in order to permit the intensification of training activities in the Caribbean.

In accordance with paragraph 7 (c) ILPES intensified its advisory services to the less developed countries and the less developed areas of the developing countries.

Lastly paragraph 7 (d) requests ILPES to intensify its support for the System of Co-ordination and Co-ordination among Planning Bodies by promoting mutual co-operation activities among the countries at the intraregional and interregional levels.

The holding of the Third Conference of Ministers and Heads of Planning in Guatemala in November in 1980, has been a further manifestation of the important role which this planners' forum has been playing in the promotion of mutual co-operation among the countries of the region in order to achieve better levels of development.

The conclusions and recommendations of this Conference, which are submitted separately, 4/ give guidelines for the study on the planning processes of the Latin American and Caribbean region, for the incorporation of the science and technology variable in planning, the planning of regional development and the improvement of the System of Co-ordination and Co-ordination among Planning Bodies.

The Ministers and Heads of Planning agreed in Guatemala that the Fourth Conference of Ministers and Heads of Planning would be held in Buenos Aires, Argentina, in mid-1982, and that the basic topics for discussion would be: the state of planning, energy and planning, planning and environment and social planning. The operation of one of the most promising pieces of machinery for co-operation in the region, of which ILPES is the Technical Secretariat, will thus continue.

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4/ See the Report of the Third Conference of Ministers and Heads of Planning of Latin America and the Caribbean, Restricted, E/CEPAL/ILPES/R.33, 24 December 1980, and the Report of the Technical Meeting of the Third Conference of Ministers and Heads of Planning of Latin America and the Caribbean, Restricted, E/CEPAL/R.34, 22 December 1980.